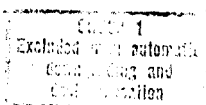


9 February 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Intelligence Requirements Panel

1. Mr. Duckett opened by saying that he thought this panel deliberately should not adopt a name. He implied that by adopting a name, we might restrict ourselves to too narrow a consideration of subjects. He went on to say that in the Program Call the discussions lack documented requirement. He wants to see a real link between collectors, analyzers, and developers. Are we, in the Directorate, really responding to a confirmed requirement? Are we seeking pertinent data or just information for its own sake? The intelligence targets and requirements are real and should remain even if we do not know how to get them. The implication here was that we should determine "the need" and then at least start to find a way to satisfy that need.
2. Mr. Duckett wants a mechanism to get the collective minds and strengths of the Directorate together and to orient our efforts against the proper targets.
3. The sense of what Mr. Duckett discussed seemed to be, "What are our real requirements?" and after that, "What is the next generation threat to be?" What is the likelihood of solving our collection, processing, or development problems in context with the need for doing them?
4. Mr. Duckett stated that dissemination of intelligence may be the most important problem of all. To disseminate intelligence, one must collect it and evaluate it and in order to collect it the means must be developed. This leads to a series of other questions which he left unanswered. Is or will collection of scientific or technical intelligence contribute to any or all requirements? If it does contribute, will it matter to the final product? How good does information have to be to be of value? What are the bounds on each requirement? How much effect do these bounds have on the likelihood of being able to meet the requirement? By inference Mr. Duckett asked, "What is the cost and the value of a very small bit of information?" "How precise does intelligence information have to be?"
5. We are to brainstorm (not necessarily report) new ideas and reach a collective understanding of intelligence requirement problems. Requirements, however, cannot totally dominate any of the intelligence processes and, therefore, we intend to continue requesting some small percentage of Directorate funds for Exploratory R&D.
6. We need more evaluation of total requirements for high risk missions. Why do we not, for example, opt for cooperative tasking for high risk missions so that several tasks can be done on one penetration of denied areas?



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7. We are to focus on the "big picture" - collection problems. We are not to belabor individual items per se, but instead raise questions about major programs. We might even lead periodic evaluations to the most appropriate area of work.

8. After Mr. Duckett left, the general discussion seemed to me to boil down to three elements:

- a. Do we in this Directorate orient our work toward real requirements?
- b. To evaluate worth we should determine what we should do.
- c. What we do should stem from a documented requirement.

9. The next meeting of this panel is scheduled for 1030, Wednesday morning, 14 February.


Chief
Plans and Programs Branch

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